

State of Indiana Workforce Plan FY2007

Background

The State of Indiana is one of the largest employers in the State of Indiana, and it is the employer with the most diverse set of employment needs measured by the range of qualifications, skills, and experiences required to fill its 1200 job classifications. Its workforce is aging—the average age of a State employee is about 46 years old. Within the next five years, more than 40% of the workforce will be eligible to retire with either full or reduced benefits. Yet, historical trends indicate that relatively few State employees retire when first eligible because the State does not provide a financial subsidy on health insurance for retirees. In the last fiscal year about 2% of the workforce retired.

The State generates significant applicant interest in its low-skilled and middle level skilled jobs, but has faced some challenges in filling professional and technical positions due to the fact that average salaries for those positions lag the market.

The State's current workforce plan has focused on acquisition of talent in the projected critical gap areas. Development and retention of talent are additional strategies to be addressed as our workforce planning activities develop and mature.

Projections of Critical Needs

The State Personnel Department provides full service recruiting for all centralized agencies. Through its field staff embedded in the centralized agencies, State Personnel participates in the strategic planning activities of the agency and from those activities has identified four areas of potential critical shortages of talent over the next five years:

1. Civil Engineers
2. Transportation Construction Project Managers
3. Surveyors
4. Family Case Managers

Plans to address Critical Needs

Indiana Department of Transportation (INDOT) recruitment plan

With Major Moves (the name given to the massive road building program made possible by the leasing of the Indiana Toll Road) and the creation of the Staffing Initiative Workgroup for Engineers, a strategy was developed to conduct agency-wide, position recruitment, with an increased focus on hard to fill positions, such as engineers, surveyors and construction project managers. As we move into its next phase and continue to look for outside talent, engineering recruitment will be crucial. The objective of this recruitment strategy is to successfully identify,

recruit, fill and retain positions. To meet this objective, a variety of recruitment tools will be utilized.

State Personnel Department in conjunction with INDOT Central Office will focus on recruitment for INDOT central office, engineers, and hard to fill positions statewide and beyond using the following:

- Job Fairs
- Major Moves Scholarship Program
- Job Postings on State Job Bank
- Campus Information Sessions
- College/University internet postings
- Open Interviewing on college campus
- Student/Resume Database
- College Resume Mining
- Direct Mail/E-mail
 - Professional Engineer Licensing mailer
- Newspaper Advertisements
- Careerbuilder.com/Banners and other internet postings
 - American Public Works Association (APWA)
 - American Society of Civil Engineers (ASCE)
 - AARP
- Trade Shows
- Radio Advertisements
- Payroll Stuffers/word of mouth
- *Roads and Bridges Publication*

College Recruitment-- It is essential to seek quality undergraduate and graduate students to fill positions throughout state government, but in particular the highly technical, professional transportation positions. This is achieved by hosting campus information sessions, college/university internet postings, open interviewing on college campuses and accessing student/resume databases. For 2007 SPD in conjunction with INDOT will attend approximately sixty (60) job fairs and/or recruitment events. INDOT and their current vacancies will be represented at each. More specifically, SPD will attend at least seven (7) job fairs to focus solely on engineering opportunities. This is done at Indiana colleges and universities as well as surrounding states' colleges and universities, such as, Ohio, Michigan, Illinois and Kentucky.

Career Planning- There will be continuous career planning by working with professional organizations such National Society of Black Engineers and the National Society of Women/Hispanic Engineers. The employment division attends large and small job events focused at various targeted demographics, groups and professions.

Branding- Included in our recruitment plan, is a consistent branding campaign to increase the visibility of state government employment opportunities. The brand promotes the state as an employer "Driven by People," emphasizing the value of our

human capital as a critical asset and signaling our preference for employees who will drive the State toward achievement of its goals. The brand is intended to attract employees seeking challenging opportunities, stretch goals, and the rewards that go along with achieving such goals.

Advertising- Through the recruitment team's targeted efforts, the state is capable of reaching candidates through display newspaper advertising, internet job postings (i.e. Careerbuilder, Monster.com, and local options), direct mailer, radio and television.

On-Boarding -- This program, consisting of a self-service website and a half-day training session, enhances the way we introduce our new employees into a performance oriented, goal driven workforce. This program enhances the way we introduce our new employees into a performance oriented, goal driven workforce. The focus is on preparing new employees, which enhances productivity and organizational efficiencies such as a return on our investment for each new employee.

Department of Child Services (DCS) Recruitment Plan

With legislative approval in April 2007, DCS was authorized to hire 400 new Family Case Managers for their agency. These positions will be dispersed over the State of Indiana, depending on the need of each county. Our Recruitment plan consists of a variety of tools to accomplish this objective.

- General and collegiate job fairs
- General job postings on the State web site and various other sites. i.e. Careerbuilder and Craig's List.
- Resume mining
- Newspaper and radio advertisements, internet job postings (Careerbuilder, Monster, local options and college/university job boards)
- Collegiate organizations
- Professional organizations
- Internships
- Community involvement and outreach (i.e. MLK celebration, Indiana Black Expo)

College Recruiting- The primary focus of recruiting activities for family case managers is college recruiting. Current activities include:

- Regular college and university visits to career or placement offices
- Networking with Department Heads and professors
- Classroom presentations/visits
- Alumni groups
- Job fairs

State Personnel's goal is to introduce a new generation to public service by marketing the State to college students as a great place to start their career, and encouraging students to consider internships where they can explore the opportunities in State Government and Department of Child Services. College recruiting helps to ensure we bring in a more diverse workgroup of high performing and energized individuals. This planning also brings in a larger candidate pool that will add value to the organization and focus on diversity recruitment in our state.